Army Inspection Policy and Guidance

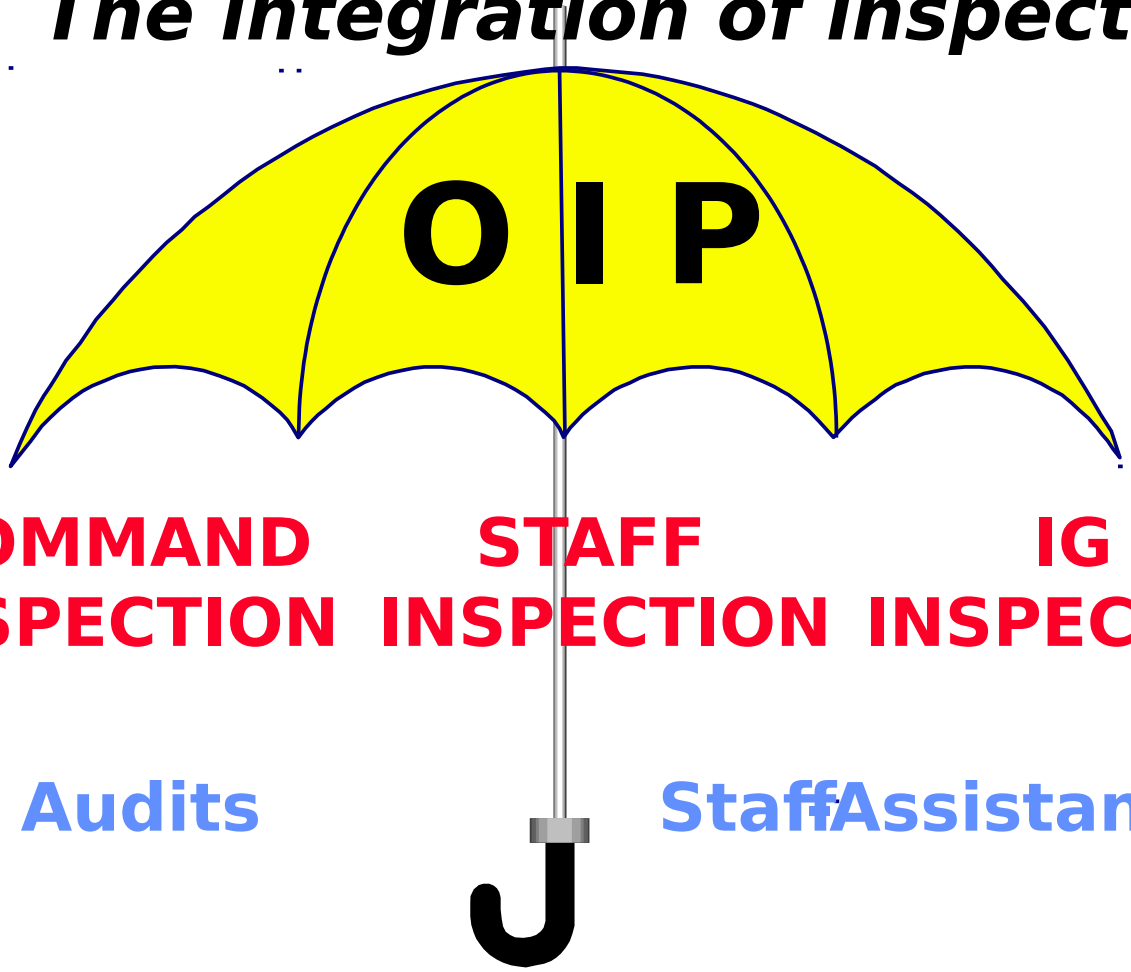
A Review for Leaders

AGENDA

- **OIP**
  - **What it is**
  - **How to develop an OIP**
- **General Information on Inspections**
  - **Definition**
  - **Categories**
  - **Types**
- **14 Principles for Good Inspections**

The Organizational Inspection Program (OIP)

The integration of inspections



AR 1-201, paragraphs 2-3 to 3-5
The Inspections Guide, Section 2-2 and Chapter 5

The Organizational Inspection Program (OIP)

The Commander's plan for inspections!

- **A Commander's program and a command responsibility**
- **Reviewed and updated annually**
- **Provides the commander an organized management tool to identify, prevent or eliminate problem areas**
- **Integrated into the Training Management (and QTB) Process described in FM 7-0, Training the Force**
- **Complements and reinforces other evaluations**
- **Minimizes the duplication of evaluations**
- **IG advises the Commander, trains local inspectors, and evaluates the effectiveness of the OIP**

OIP: Battalion

- **The basic building blocks of the OIP**
- **Includes Command Inspections (Initial and Subsequent) and Staff Inspections**
- **Focuses on areas that immediately impact on readiness and reinforce goals and standards**
- **Teaching and training is a goal of company-level command inspections**

OIP: Brigade

- **The brigade OIP normally includes Command Inspections, Staff Inspections, and Staff Assistance Visits**
- **The brigade OIP focuses on units and functional areas**
- **At a minimum, the brigade OIP will include inspections of subordinate OIPs and the brigade headquarters company**
- **The brigade OIP must complement the battalion commanders' programs and avoid redundancy**

OIP: Division/School & Center (TRADOC)

- **Consists primarily of Staff and IG Inspections**
- **Command Inspections at the division level are often limited to separate companies**
- **Focus is on the Division's ability to execute <u>plans and policy</u>**
- **At a minimum, the Division OIP should:**
  - **verify the effectiveness of subordinate OIPs (an IG role)**
  - **protect subordinate commands from unnecessary inspections**
  - **disseminate lessons learned**
  - **complement Battalion and Brigade OIPs**

OIP: MACOM

- **Consists primarily of Staff and IG Inspections**
- **Command Inspections at the MACOM level may be limited to separate companies**
- **Focus is on the MACOM ability to execute <u>plans and policy</u>**
- **At a minimum, the MACOM OIP should:**
  - **verify the effectiveness of subordinate OIPs (an IG role)**
  - **protect subordinate commands from unnecessary inspections**
  - **disseminate lessons learned**
  - **complement subordinate OIPs**

Developing an OIP

- ***The OIP written policy should:***
  - **Designate an overall OIP coordinator (usually G3 / S3, or CoS / XO)**
  - **Articulate the commander's overall inspection guidance**
  - **Assign responsibilities for staff members and subordinate commanders**
  - **Address relevant** categories **of inspections (Command, Staff, and IG) as they pertain to the command by frequency, focus, and so on**
  - **Capture all inspections that affect the command, prioritize them, and eliminate some if redundant or not necessary**
  - **Establish the standards and scope for each type of inspection (general, special, and follow-up)**
  - **Explain how to use local IG to help train inspectors**

Army Inspection – Definition

"An evaluation which measures performance against a standard and should identify the cause of any deviation. *All inspections start with compliance against a standard.* Commanders tailor inspections to their needs."

AR 1-201, Glossary

A standard is the way things should be

Types of Inspections

- **General Inspection.** **Broad in scope, oriented on units, and designed to look at all aspects of the organization.**
- **Special Inspection.** **Focused on specific functions, programs, procedures, problems, or issues; these inspections also look at groups of related problems or procedures. The special inspection facilitates the systemic approach to an inspection and is the preferred type of IG Inspection.**
- **Follow-up Inspection.** **Review the effectiveness of corrective actions taken as a result of a previous inspection.**

The Inspections Guide, Section 2-2

Categories of Inspections

- **Command Inspection**
- **Staff Inspection**
- **Inspector General Inspection**

AR 1-201, Paragraphs 2-3 to 3-5

Command Inspections

- **Commander actively participates**
- **A scheduled, formal event**
- **Initial Command Inspection**
  - **AR 1-201 requires for all company or detachment level commands**
  - **Other Command Inspections are optional or at discretion of the commander**
- **Subsequent Command Inspection**

Initial Command Inspection

- **Required for inspecting commanders (or like commands such as detachments)**
  - **within 90 days of assumption of command for the AC**
  - **within 180 days of assumption of command for the RC**
- **Included on the training schedule and should be briefed at QTB**
- **Comprehensive inspection that identifies unit strengths and weaknesses**
- **Helps commanders establish goals, standards, and priorities…may be used to develop DA Form 67-9-1, OER Support Form**

The inspecting commander <u>must</u> be present and participating in the inspection!

Initial Command Inspection

- **Cannot be used to evaluate the company commander**
- **Not used to compare units**
- **Results go to the inspected unit commander only (IG can get generic results)**
- **Can not be done by the staff alone**

Subsequent Command Inspection

- **Measures progress and reinforces goals and objectives established in the Initial Command Inspection**
- **The commander determines the scope, format, timing, and frequency of the Subsequent Command Inspection**
- **The commander may use the results of the Subsequent Command Inspection to evaluate the company commander**

The inspecting commander must be present and participating

Staff Inspection

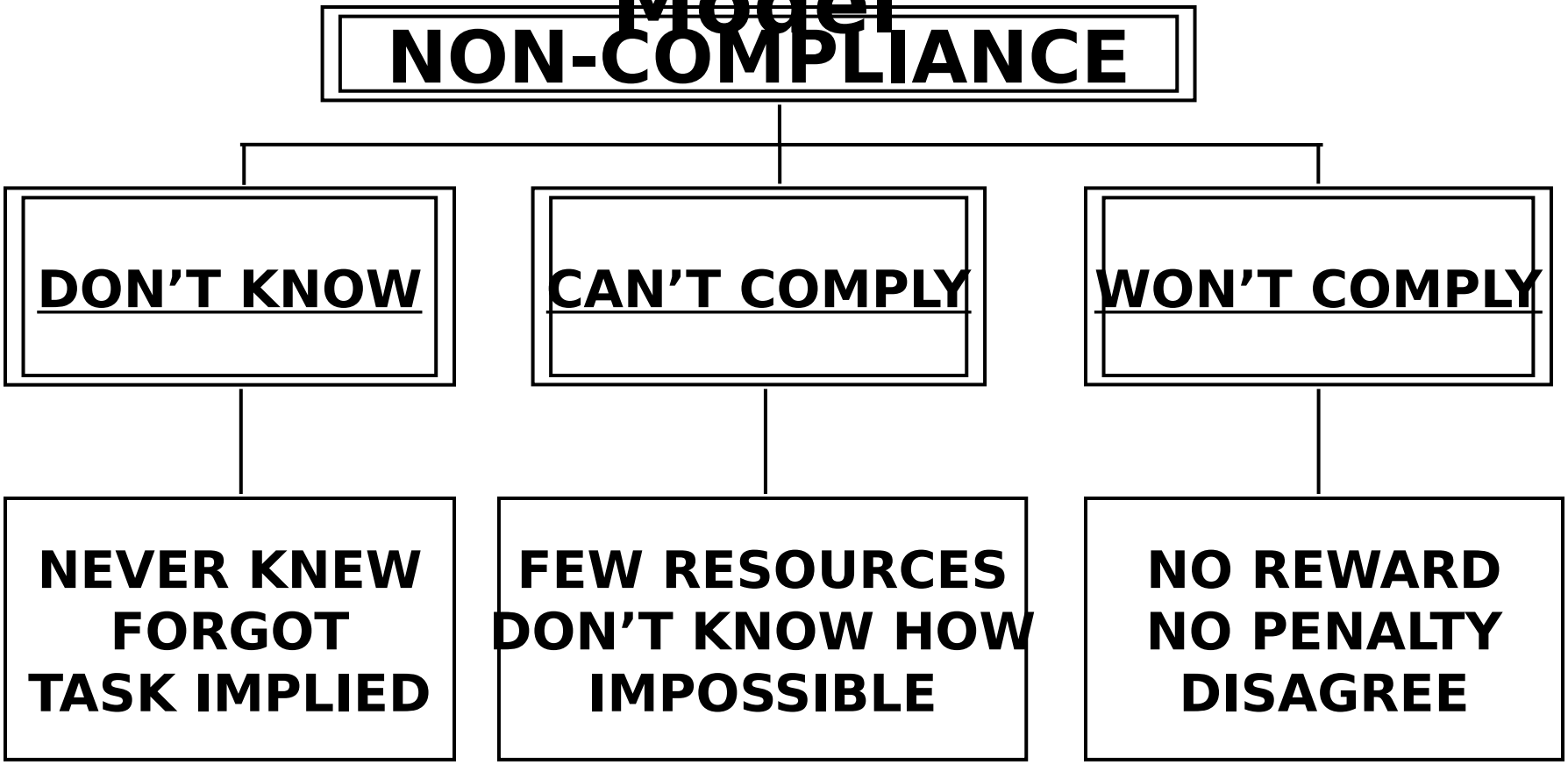
- **Led by a staff member of a functional area**
- **Focuses on a single functional area or a few related areas**
- **Conducted by a staff member technically qualified in the functional area**
- **Should complement Command and IG Inspections**
- **Compliance oriented**

Inspector General Inspection

- **Inspector General inspections:**
  - **Pursue *systemic* issues**
  - **Identify substandard performance, determine the magnitude of the deficiency, and seek the reason for the deficiency (*the root cause*)**
  - **Teach systems processes and procedures**
  - **Identify responsibility for corrective actions**
  - **Spread innovative ideas**

AR 20-1, Paragraph 6-3, and AR 1-201, Paragraph 3

The Root Cause Analysis Model



The Inspections Guide, Section 3-3

Principles of Army Inspections

(*DRAFT* AR 1-201, para. 2.2)

- **Purposeful**
- **Coordinated**
- **Focused on Feedback**
- **Instructive**
- **Followed-up**